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DEPARTMENT OF DEFENSE

DEFENSE INTELLIGENCE SCHOOL

MAIN NAVY BUILDING

WASHINGTON, D. C. - 20305

DTN1336
05986
175371

JT-2

28 MAY 1964

Mr. Matthew Baird
Director of Training
Central Intelligence Agency
Washington, D. C.

Dear Mr. Baird:

Members of my staff who participated in Project [REDACTED] reported to me that the two days spent at your Langley Headquarters were most enjoyable and highly educational. They were impressed with the caliber of the speakers and the frankness in which they handled their subjects and answered questions.

STATINTL

This program was extremely profitable and we sincerely hope that the Defense Intelligence School will be afforded the opportunity to participate in future classes. Also, we are very appreciative of [REDACTED] efforts in making it possible for us to exceed the established attendance quota. At this particular time our scheduling permitted us to take full advantage of these additional quotas that he obtained for the School.

[REDACTED] I believe, has certainly contributed to a better understanding of the agency and our relationship with it in the terms of cooperation, coordination, and integration of our mutual training efforts.

Sincerely yours,

BRUCE E. WIGGIN
Captain, USN
Commandant

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Comments on Project [REDACTED] by Maj. Gen. J. T. Kingsley, Jr.,
Special Assistant for Military Assistance Affairs, The Joint Staff

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In response to a query whether the increased knowledge of CIA gained in [REDACTED] would facilitate his working with CIA, Gen. Kingsley stated that he felt very definitely "yes". He said that gaining an understanding of the breakdown of the Agency and knowing what components carried out particular functions would be of considerable assistance in dealing with his staff in the Pentagon. He also said that knowing to whom requests go will enable him to better understand the results received.

When asked if he now had a better appreciation of CIA's requirements for operational support from the Department of Defense, Gen. Kingsley stated that he now has a much clearer understanding of the Agency's need for DOD support. He said that the increased knowledge of the Agency to him made the Agency a real headquarters and not just a building "over there in Langley".

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Gen. Kingsley stated that in his day-to-day work he would find that Project [REDACTED] would serve him in his duties. He explained this by stating that he now is better informed and will be able to direct his staff more explicitly in any communications that they may have with CIA.

Gen. Kingsley, when asked if there were any organizations or functions which the briefing had not covered in sufficient detail, suggested that we might have been more clear in explaining what the component "plans for". He suggested that in a functional briefing we attempt to give one or two concrete examples, either actual or fictional. He suggested that we could take approximately two-thirds of the time to give the functional briefing and use the remaining one-third for examples of one type or another.

When asked for suggestions to improve the CIA briefing, Gen. Kingsley suggested the following:

- a. Mixing of Flag and General rank officers with the field grades inhibits questions.

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b. He felt that a briefing of General and Flag rank officers as a group would likely bring about a freer exchange of questions.

c. He suggested a possible [redacted] tailored to the Flag and General rank officers' jobs. He said he realized that it would be very difficult to get a group composed of only General officers.

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Gen. Kingsley concluded by stating that he was interested more in the field setup. He was interested in knowing more about the position of the military man in supporting the Agency in the field. Gen. Kingsley felt that the [redacted] briefing would be particularly helpful in any future MAAG work which he might undertake, and added that a description of a typical field station without necessarily identifying an area would be a useful addition.

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Comments on Project [REDACTED] by Colonel [REDACTED], DIA,
S&T Intelligence Office

FOIAb3d

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[REDACTED] stated that the single most valuable part of [REDACTED] was the opportunity to see and hear CIA's top-level people, and in some instances (in the breaks) to get to meet with them. He felt that the overview given of the Agency was invaluable for senior DIA personnel.

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He felt that upper-level DIA personnel (at the Lt. Col. and Col. level) should have the benefit of this type of briefing.

He stated that the content of the program was quite adequate for his needs and that a two-day program was the proper length. He felt that a longer program would place an undue burden on the attending officers.

He stated that the administration of the program was all that could be asked for and the officer's personal needs were taken care of.

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Comments on Project [REDACTED] by Colonel [REDACTED], USAF, Military Intelligence Officer, DIA Production Center

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[REDACTED]' initial reaction was that he considered the course from an overall viewpoint "outstanding". He felt that exposure to CIA in this fashion would be directly indicated in his daily work.

He felt that the course should be made available to all section and unit chiefs in DIA Production Center (Lt. Col. and up in the Military and GS-14 and up for civilian employees of DIA).

If any changes were to be made, he felt that the time for the course should be increased to three or four days. If such an expansion were possible, it would be useful to extend the coverage of ID/I and to give several of the talks in the program more time. He did not identify what talks he had in mind, but felt that the pace in the two-day version was swift to the point that there was only time for one joke in the program.

FOIAb3d

[REDACTED] stated that the speakers in the program could have made better use of briefing aids. He felt that the speakers were all forthright and frank in their talk.

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Comments on Project [REDACTED] by Rear Adm. L. A. Bryan, USN,
Deputy Director for Logistics, The Joint Staff

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Adm. Bryan stated that Project [REDACTED] had given him a better picture of the Agency and a better understanding of the complexity of the problems facing CIA. The Admiral stated that Project [REDACTED] 25X1A2g was of particular interest and importance to him in view of his upcoming assignment to [REDACTED]

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25X1A2g

The Admiral said that Project [REDACTED] had given him a much clearer understanding of how CIA would be able to support him operationally. He said that he will now be better able to call upon the Agency for assistance when needed. He again emphasized the importance of this to him in his assignment to [REDACTED]

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25X1A2g

When asked if [REDACTED] had given him a better appreciation of CIA's requirements for operational support from the DDC, the Admiral said to a certain extent "yes". He added that he was not too clear as to the support needed by CIA in this area from DIA. However, it is clear to him the type of support needed by the Agency from the USN, USA, and the USAF. Adm. Bryan stated that he definitely would make use of what he has learned during the next six months and referred back to his impending assignment to [REDACTED]

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When asked if there were any phases of CIA organization or functions which were not covered in sufficient detail, Adm. Bryan stated that he felt the DDS&T coverage was not completely clear to him. He felt that the briefing on DDS&T contained too many abbreviations and was not quite down to the layman's level.

Adm. Bryan, suggesting improvements to the CIA briefing, indicated that in some cases it was too generalized. He suggested that wherever possible examples be used. He stated that it was obvious to him that security or operational needs precluded the use of a great many examples, but felt that even a few, although perhaps necessarily fictitious, would be a definite improvement. To this Adm. Bryan added that it might be worthwhile to consider moving the class from

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LA07 to some other part of the building, if only for a half hour. He suggested this move to be (a) a visit to the Library, or (b) some other place in order that students do not feel "penned in", and it would dispel the impression that we were holding out. He suggested that a visit would also give the students the feeling that we were taking them into the fold, so to speak.

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Adm. Bryan concluded by stating that a Project [redacted] for Flag officers only would probably promote greater class participation. He said that he was aware of the fact that it would be difficult to assemble a large class of Flag or General officers.

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Comments on Project [REDACTED] by Lieutenant Colonel [REDACTED], Director, Strategic Intelligence Department, Defense Intelligence School

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Col. [REDACTED] thought this was a very worthwhile two-day effort, especially for those with little or no previous contact with the Agency. He felt that he personally gained a great deal from the two days despite the fact that he has been in constant official contact with Agency personnel for the past three years. He said that this kind of orientation is obviously necessary to ensure a coordinated effort.

FOIAb3d

According to [REDACTED], Project [REDACTED] provided the kind of information which will make it easier for him, in a school situation, to determine the kinds of support the Agency might be in a position to give to a DIS training effort. 25X1A2g

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He believes new assignees to DIA and/or JCS should be scheduled for Project [REDACTED] as soon as possible after coming aboard. He believes that it should be a course for senior officers, that is, Lieutenant Colonels/Commanders, or better, but feels that in the final analysis the job of the individual should be basic criteria for enrollment.

FOIAb3d

Col. [REDACTED] felt that the presentation by [REDACTED] on support requirements showed greater depth than was true of most of the other presentations. He recognizes that the need-to-know principle was involved and generally agrees that for the most part there was adequate coverage of the subject. He would have liked more on the nature of the Agency's training effort - this primarily because he is in training himself. He felt that the SMT presentation was limited too much to organization and he would have liked to have heard more on the functional efforts of SMT. 25X1A9a

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Col. [REDACTED] suggests that a presentation be included which would pinpoint the presence of CIA liaison officers associated with the military down through major subordinate commands so that service personnel would have some guide as to where they might go for assistance.

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Generalizing on the two-day Project [REDACTED] Col. [REDACTED] felt that it was excellent and something that should be continued. He stated that the observations of the five DIA officers were reported to the Commandant, DIS, who in turn in correspondence to the Director of Training stated that he hoped the program would be continued and DIS personnel would be included.

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Comments on Project [REDACTED] by Colonel [REDACTED]
Western Division, Office of Estimates, CIA

DOA, Chief, FOIAb3d

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[REDACTED] was very complimentary toward the course and the entire effort attendant thereto. He said that the information which he obtained would help him immeasurably to understand the workings of the CIA and facilitate his cooperation with those elements with whom he works. (He is primarily concerned with the Board of National Estimates.) In spite of this, [REDACTED] did not in any way wish to have the curriculum changed to lay more emphasis on the production side rather than the collection. Respondent indicated that he would have appreciated a visit to other parts of the physical plant such as the Office of National Estimates, the library, etc. Respondent said that CIA should not consider in any way it necessary to justify our existence. He felt to some extent that there was somewhat of a defensive attitude. He indicated that CIA had no need to explain or be apologetic and that there should be more emphasis on the positive approach.

Respondent indicated that he thought the two days were appropriate and the course could be no longer or should be no shorter. Further, the scheduled days should remain the same because many of the officers must visit their desks before and after classes in order to carry out their duties at the same time as they are attending the course. Regarding the rank of students, respondent said that attendance should be confined to Lieutenant Colonels and higher, including General and Flag officers. It should not, however, be limited strictly to General officers. Respondent indicated that he plans to have all senior analysts in his shop (the working level) attend the course as a part of their general orientation. Respondent expressed his appreciation of the calibre of speakers who appeared on the program. He indicated that he would rather have first-hand knowledge from individuals who are in positions of authority. The level of speakers should be at the deputy director or staff chief level if for no other reason than that they are better acquainted with the security implications involved. All of the speakers to his mind were frank and forthright within the limits of security, and there were no phases of CIA organization or functions which were not covered in sufficient detail for his purposes.

25X1A2g Comments on Project [REDACTED] by Captain J. S. Elkins, USN, National Military Command Center, Team Chief, JCS

Respondent indicated that he did not find the questionnaire distributed at the end of the course proper. He was reluctant to have to grade individuals of the stature of the DDCI and the DCI. He also indicated that in order to do a proper job, more time and thought was necessary than permitted to complete the questionnaire. He suggested that the grading of individual speakers be eliminated, that the questions be broadened, and that the students be permitted to take them to their offices for completion and mail them back to the Agency.

Regarding the overall curriculum, the respondent indicated that he thought the first day, although at first glance appearing to be dry and dull, was better than the second day. He indicated that certain staff chiefs tended to talk around their subject and assumed a body of knowledge which was not possessed by the average student. Recognizing the need for security and compartmentation, the respondent indicated that specific examples, hypothetical or blown operations, could well be used to be more specific. Respondent indicated that the only thing lacking in the schedule which he would have liked to have seen included was something on CIA's wartime role, particularly its relationship to the military.

Respondent said that he would have appreciated having the group taken anywhere in the building. This would have broken up the monotony and as he put it, "just to show them that there is nothing to see". He said that the students felt that they were restricted and confined. Regarding the grade and rank of participants, the respondent indicated that he thought the course should be open to Lieutenant Colonels - Commanders, but priorities should be given to Colonels - Captains and higher, including General officers.

Respondent was very emphatic in saying that attendance in the course had increased his knowledge of CIA and would facilitate his working with the Agency. Specifically, he stated the fact that on his team, as all teams in the NMCC, there is a CIA representative and this will certainly give him a better knowledge of CIA's capability in supporting the NMCC effort.

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(I talked to the CIA representative on Col. Elkins' team, a [REDACTED] 25X1A9a [REDACTED] was very enthusiastic about having as many members of the NMCC teams as possible attend Project [REDACTED] in the future.) 25X1A2g

25X1A2g

Respondent said that he viewed Project [REDACTED] as a necessary 25X1A2g part of all NMCC team chiefs' orientation before assuming their duties. Respondent also thought that it would be appropriate to have each of the team division duty officers (General and Flag rank) attend the two-day [REDACTED] briefing.

Respondent expressed his gratitude for being able to get an opportunity to hear deputy directors and staff chiefs. He indicated that this first-hand information was necessary, regardless of the eloquence of the speakers. Respondent felt that all speakers were as forthright as they could be considering the wide variety of backgrounds and clearances of the student participants.

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25X1A2g Comments on Project [REDACTED] by Captain [REDACTED] Deputy Chief, DIA Secretariat

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25X1A2g [REDACTED] position in the DIA Secretariat requires his handling of correspondence from the Agency dealing with a variety of subjects. As a result of [REDACTED] all of this now becomes much more meaningful to him, especially the names that appear on the correspondence and the Agency elements mentioned therein. He mentioned having just received a document in which [REDACTED] name appeared, and having heard Jim [REDACTED] on the platform, the matter at hand became much more meaningful to him.

25X1A Captain [REDACTED] stated that as a result of knowing how the Agency is organized he is in a far better position to more specifically direct correspondence.

25X1A Captain [REDACTED] response to the question, "Do you have a better appreciation of CIA's requirements for operational support from the Department of Defense?" was "Certainly. Especially the presentation made by [REDACTED]"

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In terms of the use that he may put what he has learned in [REDACTED] 25X1A2g in the next six months, he commented that it would certainly facilitate the handling of correspondence on a day-to-day basis.

With reference to specific coverage, Captain Quinn felt that all presentations provided a good coverage, recognizing that the presentations by Mr. Helms and [REDACTED] had by their very nature to be 25X1A9a limited. He would have liked to have had a more definitive presentation.

He suggests as possible additions to the schedule a tour of the Machine Records and Records Interpretation Units and an exhibit of the kinds of intelligence produced within the Agency. Also he suggests just a very general tour of the ground floor of the building so that the visitors do not have the feeling that they are being shuttled from the southwest entrance to the classroom and back. [Note: I thought [REDACTED] had 25X1A9a it quite clear that the badges issued did permit them to roam anywhere on the first floor with the exception of highly classified areas behind the barriers.]

25X1A

[REDACTED] said that in his opinion this was a fine two days and he felt two days was adequate. He believes it should be continued and that the audience should be a senior group, Lieutenant Colonels/Commanders and up. He felt that the most outstanding thing of the two days and a fact which flattered him very much was seeing and hearing the top men of the Agency in almost every instance.